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Approved For Release 2000/06/19 : CIA-RDP80-00536A000400130001-7

8 November 1976

25X1A

MEMORANDUM FOR: Director of Training

FROM : [REDACTED]
Midcareer Course Chairman
[REDACTED]
Midcareer Course Cochairman

VIA : Chief, Intelligence Institute,
Office of Training

SUBJECT : Course Report--Midcareer Course No. 53,
12 September - 15 October 1976

25X1A

Introduction and Summary

25X1A

1. Midcareer Course Class No. 53 coalesced quickly in the first week at the [REDACTED]. In large measure this was due to the initial class undertaking in Management Perceptions--the Hollow Squares Exercise--which broke down the barriers and instilled a feeling of friendly competition and inquiry which lasted throughout the course. The participants took maximum advantage of the opportunities to learn from one another as well as from guest speakers. The members were positive in their conclusions that the course met both its stated objectives and their personal goals.

2. The attached End-of-Course Data Sheet gives the basic statistics. It does not reflect the added dimension resulting from the presence of seven females and two minority members. The chairman noted a positive, articulate, and sober reflection on the role of women and minorities that he had not observed in previous runnings.

Major Changes

3. The major innovation was the introduction of a Management Perception Block. This segment, the result of suggestions proposed by previous Midcareer attendees at the annual Midcareer Course Conference in June, was developed in consultation with personnel from the Management and Administrative

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Training Branch (MATB) of the Functional Training Division and presented by MATB instructors. The rationale of the Block was that a brief segment on management theory and practice might enable the participants to focus better on basic management problems as they met with Agency officials. The Block opened with the Hollow Squares Exercise, which focuses on management functions such as planning, communications, decision-making, and control. One team was videotaped and the tape was played back for comments by the class. It also served as a starting point for subsequent speakers in the Block. Conceptually, the management segment was clearly a success. An overwhelming majority of the class felt that it was very useful, although uneven in quality. They felt that it provided a framework within which to consider subsequent issues and problems. The exercise was an ideal icebreaker in providing a means for the class to interact and to establish class unity. One participant with a negative reaction to the Block felt that it was inappropriate for the course because "this type of training must be a prerequisite for attendance at Midcareer." The segment can be tightened up and be a useful addition to future runnings.

General Observations

4. Phase I received high marks from the class and proceeded smoothly with only minor hitches. [REDACTED], Associate General Counsel, substituted for [REDACTED] Deputy General Counsel, and George Cary, Legislative Counsel, had to delay his arrival at the [REDACTED] on the first day. He gave a short presentation to begin an extended evening session at [REDACTED] Deputy Director of Communications, replaced [REDACTED] Director of Communications, and [REDACTED] Deputy Director of Development and Engineering, spoke for Donald Haas, Director of Development and Engineering. These were the only changes among the scheduled speakers at [REDACTED]. The [REDACTED] Division was represented by a panel of three speakers. [REDACTED] Acting Deputy Director of Strategic Research, substituted for Noel Firth, Acting Director of Strategic Research, after the class had returned to the Headquarters area.

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25X1A 5. The class felt that coverage of the Directorates was about right. There are some problems with coverage of the Operations Directorate. Many feel that it is not sufficient and several have suggested that a general overview and the use of case histories might be helpful. As usual, several considered the speakers from the Directorate of Science and Technology (DDS&T) as "too technical." At the same time, Evan Hineman, Director of Weapons Intelligence, was singled out for reducing a difficult technical subject to terms understandable to laymen. Charles Bohrer, Director of Medical Services, made the poorest impression with his presentation. [REDACTED] Deputy Chief, Africa Division, received good marks for a lively discussion on Managing an Area Division.

25X1A 6. There were no speaker substitutions in Phase II, although [REDACTED] the FBI spokesman, was rescheduled to a later date. New speakers in this Phase included Colonel Robert Plowden, National Security Council (NSC) Staff; John [REDACTED] National Security Agency (NSA); Vice Admiral B. R. Inman, Defense Intelligence Agency (DIA); and Harold Saunders, Department of State, Bureau of Intelligence and Research. Inman gave an outstanding talk, and received high grades for his candid remarks about problems within DIA. Plowden did a fair job once he got away from his briefing book and should improve as he gets better acquainted with his job. He had only been with the NSC Staff about three months. The NSA presentation received very low marks again. The canned presentation and the inability--or refusal--of the speakers to discuss issues irritated the class. This problem will be discussed with NSA personnel in the near future.

25X1A 7. Coverage of significant substantive problems that bear on the intelligence effort was limited due to a holiday in Phase III, but the issues discussed were considered to be on the mark. [REDACTED] who spoke on Kissinger and U.S. Foreign Policy, was a success, as usual. Richard R. Hart, Department of State, who replaced Harry Thayer, Director, People's Republic of China and Mongolian Affairs, Department of State, did a good job in discussing relations with China. [REDACTED] Office of Political Research, spoke on detente as seen from the Soviet point of view. He was well prepared and informed, but the class did not rate his session as very effective due

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to his academic approach. In general, the class felt that the topics presented were pertinent. Some indicated a need for presentations on such problems as drugs and world resources/energy, and others felt that there should be more speakers from outside the Agency.

8. Evaluations of the Seminar Sessions--the former Midcareer Project renamed to more accurately reflect what is done--were average. Unlike the last course, this class had very positive and very negative reactions. On a scale of 1 to 7, this segment received a rating of 4.3 which was lower than that of Midcareer No. 52. Nevertheless, several students stated that "these sessions proved to be more valuable than I expected," or "the topics were well chosen and the sessions were interesting...." Constructive criticism indicated that topic selection could be better, that there was not enough time to prepare for the sessions, and that a location other than the Chamber of Commerce Building should be found for this part of the course. The concept is good--it does get more pluses than minuses--and it should be retained, with implementation refined by experience.

Problems

9. There were no major problems associated with the course. We had to reschedule two days and one or two speakers, but each time the changes were beneficial. For example, to accommodate the Counterintelligence Staff/DDO, we rescheduled a day at the Chamber of Commerce Building and had [REDACTED] Chief, Counterintelligence Staff, as the speaker. We were also told, quite unexpectedly at one point, that the Director would be able to talk to the course, and this caused some rescheduling problems. Nonetheless, the session proved a highlight of the program. Several students remarked that the facilities in the Chamber of Commerce Building were crowded, particularly after two weeks at the [REDACTED], but no solution to this problem has been found.

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Class Reaction

10. The overall rating of the course on the scale of 1 to 7 was 5.8, and the students' written comments were very favorable. The highlight of the course was the meeting with Mr. Bush. As usual, there were many suggestions that the

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time at the [REDACTED] should be extended so there could be evening sessions with all the Deputy Directors. The class reaction to the Individual Presentations was highly favorable, and the chance to discuss issues and problems with Agency officials and each other was a definite plus. The students gained a better understanding of the Agency and its problems, but more to the point, a much better awareness of its people. It gave them a better perspective, and as one student said, "...sympathy for the problems of others." The most positive reaction was from a member who apparently came to the course with misgivings and concluded: "I was not pleased with being assigned. Selection seemed to be arbitrary and punitive. Very pleased with outcome. Very valuable insight into management of a highly complex organization."

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Attachments:

- 1 - End-of-Course Data
- 2 - Course Schedule
- 3 - Class Roster

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Course Report - Midcareer Course No. 53

FROM:

[REDACTED]

926 C/C

EXTENSION

2063

NO.

DATE

8 November 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/IMB

11/8

ag

2. C/II

8 NOV 1976

am

3. C/PPB
1016 C/C

11/22

ms

4. C/TSS
826 C/C

23 Nov

TR

5. DD/OT
1025 C/C

6. XO/TR
1026 C/C

7. DDTR
1026 C/C

10 NOV 1976

11/10

S

8. DTR
1026 C/C

10 NOV 1976

Good report!

17 NOV 1976

D

9. C/II
926 C/C

10. C/IMB
926 C/C

11/24

ag

11. Course Chairman

11/24

MS

12.

13.

14.

15.

Re paras 1 & 3: I think that after much trial, we have found a constructive, dual purpose substitute for the Managerial Grid I in the MCC.
Re para 5: Director/Med Svcs did another poor job but he is the component head which is the level of speaker for MCC.
Re para 6: Coverage of the Intel Community in our courses is

Re para 7: Am trying to limit, despite staff & student desires, Phase III topics to preclude duplication with the AIS and Senior Seminar.
Re paras. 8 & 10: Henceforth, Seminar Sessions will be held at [REDACTED] when latter is available and the three "other" DD's are scheduled there for MCC 54.

~~Student evaluations are included~~
Student evals are included at the expressed request of DTR.

I am by no means sure that the head of a component must be the "level of speaker" for the MCC. We should try to get the best speaker.
Good report. [REDACTED]

Can MOCB read these? In Evaluation?

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TAB

END-OF-COURSE DATA

DATE OF REPORT 8 November 1976

COURSE: Midcareer Course No. 53

(TITLE & NUMBER)

RUNNINGS PER YEAR: 5

STUDENT ENROLLMENT

ENROLLMENT CAPACITY	BEGINNING ENROLLMENT	UTILIZATION* (PER CENT)	NO. COMPLETING COURSE
30	30	100	30

CLASS COMPOSITION

ORGANIZATION	DD/A	DD/I	DD/O	DD/ S & T	DCI	OTHER					TOTAL
NO. OF STUDENTS	8	7	8	7	-	-	-	-	-	-	30

	GRADE	YRS IN AGC'Y	TIME IN JOB	AGE
RANGE	12-15	2-25	--	30-49
AVERAGE	12	12.1	--	37.6

*BEGINNING ENROLLMENT

 = UTILIZATION

ENROLLMENT CAPACITY

S-E-C-R-E-T

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MIDCAREER COURSE

NO. 53

OPENING DAY

8 September 1976

Room 916

Chamber of Commerce Building

PHASE I

THE AGENCY

25X1A

12 - 30 September 1976

and

Headquarters Area

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

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S-E-C-R-E-T

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MIDCAREER COURSE

NO. 53

25X1A

CHAIRMAN

:

[REDACTED]
Room 921, Chamber of Commerce
Extension 2063

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[REDACTED]
Room 921, Chamber of Commerce
Extension 2063

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TRAINING ASSISTANT:

[REDACTED]
Room 921, Chamber of Commerce
Extension 2063

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MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of career development as well as a forum for the exchange of views between senior managers from many components of CIA and course participants.

COURSE OBJECTIVES

Upon completion, Midcareer Course members are expected to have:

- A. A detailed understanding of the Agency and its components, and of issues and problems of current concern to Agency management.
- B. A broad knowledge of US foreign intelligence agencies and the DCI's role in the Intelligence Community.
- C. An expanded view on subjects of national and international significance that bear on the US foreign intelligence effort.

PHASES

The Midcareer Course is divided into three phases corresponding to each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

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WEDNESDAY, 8 September 1976
(Room 916, Chamber of Commerce Building)

INTRODUCTION TO THE COURSE

1300 Registration

1315-1330 Welcoming Remarks

Harry E. Fitzwater
Director of Training

1330-1415 Introduction to the
Course

Chairman, Midcareer
Course

1430 Special Clearance
Briefings

Security Officer,
OTR

OD&E Security

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SUNDAY, 12 September 1976

25X1A

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1500

25X1A

1600

Open House

1700

Dinner (normal mess
operating hours
1630-1730)

25X1A

25X1A

Your predecessors in this course frequently have said that one of the greatest benefits of the course is the interaction among the class members, and so first, we introduce ourselves...

1900-2100

Class convenes at
[REDACTED] for intro-
ductions and discussion
of Phase I activities

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25X1A

MONDAY, 13 September 1976

25X1A

25X1A

0800-0830

Welcome to the [REDACTED] and
Security Briefing
(Please convene in
Classroom 11)

25X1A

PHASE I--THE AGENCY

The Course opens with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch; therefore, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

0830-0845

Course Administration

Block I--Management Perceptions

Your predecessors have suggested that a brief segment on management theory and practice might better enable them to focus on basic problems as they discuss issues with key Agency officials during the course. During the next two days speakers from the Management and Administrative Training Branch of the Office of Training will discuss subjects dealing with planning, problem analysis, decision making, MBO, communications, performance evaluation and control. A senior officer will discuss his problems and responsibilities as a member of the management echelon and how he accomplishes his managerial tasks. On the following day, we will hear from officers concerned with the legal, legislative and media relationships as they discuss their perceptions of the problems that face the Agency today.

25X1A

0900-0915

Orientation

[REDACTED]
Chief, Management
and Administrative
Training Branch,
FTD/OTR

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[REDACTED] will briefly introduce the MATB people who will be involved in the sessions.

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25X1A

MONDAY, 13 September 1976

[REDACTED]

25X1A

0915-1000 Leadership [REDACTED]

A discussion of the eight-phase leadership model developed at the Center for Creative Leadership.

25X1A

1000-1200 The Hollow Squares
Exercise [REDACTED]

A team exercise which involves one group planning the implementation of a task by another group. The exercise focuses on the management function of planning, organizing, and controlling, and emphasizes communication skills.

Lunch

25X1A

1300-1400 Discussion of the Hollow
Squares Exercise [REDACTED]

25X1A

Follow-up comments on the exercise and feedback from observers.

1400-1500 Communications [REDACTED]

This presentation is an introduction to and an overview of current theory and research in Organizational Communication.

25X1A

1500-1700 Problem Analysis and
Decision Making [REDACTED]

A brief look at a new process for identifying problems, making decisions, and protecting the decision. A short case study using the process.

Dinner

25X1A

1900-2100 Management by Objectives [REDACTED]

An explanation and discussion of Management by Objectives (MBO) and Letters of Instruction (LOI) as practiced by the Agency.

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25X1A

TUESDAY, 14 September 1976

25X1A

0900-1130

Agency Budget and
Financial Management

An introduction to the current process of budget planning and preparation; its review and approval (internal and external), followed by a brief survey citing procedures involved in the control, execution and audit of the use of Agency resources.

Lunch

25X1A

1300-1530

Performance Evaluation

An exercise and viewing of a videotape dealing with performance evaluation. Discussion and evaluation of the exercise.

Dinner

25X1A

1900-2100

Evening Session -

25X1A

A Senior Officer Looks
at the Management Role

Special Assistant
for SIGINT to the
DDCI

25X1A

A senior officer who has held a variety of management positions will discuss his functions as a member of the management echelon. He will refer to his jobs, past and present, as a manager and how he accomplished his managerial responsibilities. [REDACTED] will share some of his thoughts regarding obstacles, problems and facilitating factors he encounters as a manager.

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25X1A

WEDNESDAY, 15 September 1976

[REDACTED]

0830-0930

Reading

Class

Intelligence Institute, Office of
Training, Study Guide: The
Organization of CIA, August 1976.
SECRET

John Maury, "CIA and the Congress,"
pp. 1-14, Studies in Intelligence,
Vol. 18 No. 2, Summer 1974. SECRET
No Foreign Dissem

Rep. Lucien Nedzi, "Oversight or
Overlook: Congress and the US
Intelligence Agencies," pp. 15-20
Studies in Intelligence, Vol. 18
No. 2. SECRET No Foreign Dissem

Executive Order 11905, United States
Foreign Intelligence Activities,
Federal Register, 19 February 1976

25X1A

Jim Hougan, "The Fourth Estate -
Pandora's Box," Harpers, August 1976.

0945-1045

CIA in Court

Office of the [REDACTED]
Deputy General
Counsel

One of the major problems confronting the Agency today is the requirement to maintain the secrecy of Agency operations in a free society--which often means defense against challenges in court. A representative of the General Counsel will highlight the changing legal climate that affects the Agency's operation and security.

25X1A

1100-1200

The Freedom of Information
Act and Its Impact on CIA

[REDACTED]
Assistant for
Information to
the DDA

Our speaker will outline briefly the provisions of the 1966 Freedom of Information Act and the Privacy Act of 1974 and the effects of their implementation on government departments and agencies. Executive Order 11652 will be discussed and the Agency's procedures and experience in dealing with declassification requests will be detailed. The 1974 amendments to the Freedom of Information Act will be outlined and emphasis will be placed on the impact of the amendments on CIA.

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WEDNESDAY, 15 September 1976

1300-1400

The Agency's Relations
with Congress

George L. Cary
Legislative Counsel

The Agency occupies an unusual, if not unique, position in the endemic contest between the Executive and Legislative branches of Government. Our speaker will review Congressional relations, describing the mechanisms responsible for oversight, and will share his impressions of the attitudes in Congress toward the Agency in this time of change.

25X1A

1415-1515

The Agency's Relations
with the Press

[REDACTED]
Deputy Assistant
to the Director

The problem of the Agency's image as reflected in the press is of concern. Our speaker will discuss the various aspects of the problem and how the Agency deals with it.

25X1A

Dinner

25X1A

1900-2100

Evening Session -

25X1A

George Cary

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25X1A

THURSDAY, 16 September 1976

[REDACTED]

0830-0930

Reading

Class

Directorate of Administration -
History and Functions. SECRET

Folder: Office of Personnel
Reading Material

Personnel Evaluation System Handbook,
DDO Career Service. SECRET

Directorate of Administration:
Personnel Management Handbook.
ADMINISTRATIVE - INTERNAL USE ONLY

Directorate of Intelligence:
Personnel Handbook. ADMINISTRATIVE -
INTERNAL USE ONLY

Directorate of Science and Technology:
Personnel Management Employee Handbook.
ADMINISTRATIVE - INTERNAL USE ONLY

Block II--Support to the Intelligence Process

Intelligence collection and production requires a variety of processing and support mechanisms. During the next three days you will hear about some of these activities dealing with men, money and machines.

0945-1045

The Agency and Its
People

Fred W. Janney
Director of
Personnel

Our speaker will describe and clarify the underlying philosophy of the new personnel management tools--Annual Personnel Plan (APP) and Personnel Development Program (PDP)--that came from the Personnel Approaches Study Group (PASG). He will also describe other matters of personnel management in which the Office of Personnel has a key role, as well as those for which OP has a monitoring and guidance function.

1100-1200

Equal Employment
Opportunity in
the Agency

Omego J.C. Ware, Jr.
Director of Equal
Employment
Opportunity
Programs

The DCI is firmly committed to achieve equal employment opportunity for all CIA employees. Mr. Ware will describe the nature of the problem and the steps being taken to resolve it.

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THURSDAY, 16 September 1976

25X1A

25X1A

Lunch

1300-1400

The Office of Training -
An Overview

Deputy Director
of Training

Training is often seen as an avenue for organizational renewal and for Agency employees to acquire new skills and broaden their horizons. Our speaker will describe the recent growth in training opportunities with particular emphasis on new developments and trends in OTR.

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[redacted] will also discuss the selection process for training and the relationship of training to personnel development planning.

1415-1515

Security in the Agency
Today

Robert W. Gambino
Director of Security

The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. The foreign intelligence threat is still present, using ever more sophisticated methods and equipment; but in addition, security-related problems of safeguarding information and installations, both in the U.S. and abroad, have become more numerous and complex. Mr. Gambino will describe the environment within which the Office of Security works and what its major current activities are.

Dinner

25X1A

1900-2100

Evening Session -

Fred W. Janney
Omego J.C. Ware, Jr.

25X1A

Robert W. Gambino

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FRIDAY, 17 September 1976

[REDACTED]

25X1A

0830-0930 Film: "Printing for Intelligence"

Reading

Class

0945-1045 Financial Operations
in the Agency

Thomas B. Yale
Director of Finance

Financial operations within the Agency are complex and require careful control. Like many other offices in the Agency, our speaker's office has had to reorganize itself to do more with less. He will describe his office's objectives and discuss new simplifying and streamlining techniques and the increasing use of computers to perform routine tasks.

1100-1200 The Agency's Medical
Services

Charles A. Bohrer,
M.D.
Director of Medical
Services

In an organization such as ours the physical and mental health of its employees is of paramount importance. Dr. Bohrer will describe how the Agency's Office of Medical Services provides world-wide support to its

[REDACTED]

25X1B

Lunch

1300 ETD

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25X1A

SUNDAY, 19 September 1976
[REDACTED]

25X1A 1200-1900 Arrive at [REDACTED]
1630-1730 Mess Hall open for Dinner
25X1A 1800 [REDACTED] open
1930-2100 Individual Presentations -
[REDACTED]

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25X1A

MONDAY, 20 September 1976

[REDACTED]

25X1A

0830-0930

Reading

Class

0945-1045

Logistical Support of
Agency Activities

[REDACTED]
Deputy Director
of Logistics

25X1A

The decline of overseas positions, increased automation, the rising costs of supplies, space problems and the impact of Federal regulatory agencies have left their mark on the Office of Logistics. [REDACTED] will discuss how these problems have become part of the "new look" in the logistics field as well as his Office's role in support of Agency activities overseas.

1100-1200

The Role of Computers
in Support of Agency
Activities

Clifford D. May
Director of Data
Processing

The computer is here to stay in the Agency--as an information processor, as an analytical tool and as an aid to managers and management. Mr. May will acquaint you with current and projected uses of computer systems in the Agency and describe the role and responsibilities of his office. He will also describe some existing programs and how ODP can be helpful to you as a potential user of computers.

25X1A

Lunch

1300-1400

Developments in
Agency Communications

[REDACTED]
Dep Director of
Communications

25X1A

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

25X1A

1415-1500

Informal Session

[REDACTED]
Clifford D. May
[REDACTED]

Dinner

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MONDAY, 20 September 1976
[REDACTED]

1900-2100

The Outlook for the
Future in the Directorate
of Administration

John F. Blake
Deputy Director
for Administration

The DDA will speak briefly on the current status of his Directorate, bringing you up to date on recent changes and giving you his views on the outlook for future activities. He would then like to discuss those questions and problems which are of particular interest and concern to you.

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TUESDAY, 21 September 1976

0800-0830

Reading

Class

Director of Central Intelligence,
Key Intelligence Questions for
Fiscal Year 1976, USIB-D-22.1/43,
9 October 1975. SECRET

Director of Central Intelligence,
Perspectives for Intelligence,
1976-1981, USIB/IRAC D 22.1/44,
October 1975, 18p. SECRET No
Foreign Dissem

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[REDACTED] "Science,
Technology and Change: Implications
for the Central Intelligence Agency,"
January 1972. SECRET

Planning Study for Research and
Development, Some Likely Key
Intelligence Questions for the
1980's, RDP 1, 1 June 1974. SECRET
No Foreign Dissem Background Use Only

Views on Emerging Areas of Science
and Technology Potentially Important
to National Security, STIC 75-4,
December 1975. CONFIDENTIAL

0830-0930

Individual Presentations

Block III--Collection and Processing

Intelligence collection, where the most money and manpower is expended, rests at the base of the intelligence process. We begin with the area of technical collection, looking at the technical collection systems of today and those we can expect tomorrow. We will then look at the area of human collection for which the Agency has a unique responsibility. We will see how technical and human collection interact and complement each other and relate the impact of these on us all as intelligence officers.

S-E-C-R-E-T

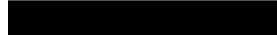
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TUESDAY, 21 September 1976

25X1A

0945-1045

The Office of Research
and Development

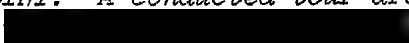

Acting Director of
Research and
Development

This is the office that takes a "far-out" look at science and technology to see what it can do for us to keep ahead of the lead time problem. This small group pushes "the state of the art" of US science to the outer limits for the nation's benefit. We will hear examples of what's already been done and what's on the drawing boards.

1100-1200

ELINT Activities

Acting ~~Deputy~~ Director
of ELINT

What is ELINT? A conducted tour around the world of US ELINT facilities, including , will be an important part of this presentation. Special programs and future capabilities will be covered, as well as how actual operations are carried out.

Lunch

1300-1400

The Office of
Development and
Engineering

~~Donald L. Haas~~
Dep Director of
Development and
Engineering

The principal exotic systems now in use will be described to clarify what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready.

1415-1530

The National
Photographic
Interpretation
Center

John J. Hicks
Director, National
Photographic
Interpretation
Center

Although NPIC is predominantly a processor, it is closely involved with research and development personnel, collectors, and producers. It provides a mass of critical information for use in the finished intelligence report and in the decision making process. The Director of NPIC will discuss his support to the Intelligence Community.

Dinner

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S-E-C-R-E-T

25X1A

TUESDAY, 21 September 1976
[REDACTED]

25X1A

1900-2100

Evening Session
[REDACTED]

[REDACTED] 25X1A

~~Donald L. Haas~~
~~John J. Hicks~~
[REDACTED]

25X1A

S-E-C-R-E-T

Approved For Release 2000/06/19 : CIA-RDP80-00526A000400130001-7

WEDNESDAY, 22 September 1976

25X1A

0800-0830

Reading

Class

0830-0930

Individual Presentations

25X1A

0945-1045

The Chinese Target

Assistant Deputy
Chief, East Asia
Division/China

Our speaker will describe the collection activities against the Peoples Republic of China. He will cover the status of China as an intelligence target, analyze the impact of more recent international events on collection activities--the border clashes with the USSR and the President's visit to the mainland--and indicate the level of the DDO collection effort against the PRC.

25X1A

1100-1200

The Soviet Union as
an Operational Target

Soviet/
East European
Division

25X1A

Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains one of the two "hard targets" for the Operations Directorate. Our speaker this morning will describe approaches to the target and the difficulties encountered; several case histories will be presented.

25X1A

Lunch

S-E-C-R-E-T

S-E-C-R-E-T

Approved For Release 2000/06/19 : CIA-RDP80-00536A000400130001-7

25X1A

WEDNESDAY, 22 September 1976

[REDACTED]

25X1A

Dinner

25X1A

1900-2100

Evening Session -

[REDACTED]

[REDACTED]

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S-E-C-R-E-T

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25X1A

THURSDAY, 23 September 1976

0830-0930

Individual Presentations

25X1A

0945-1045

The Responsibilities
of the Services Staff

Chief, Services
Staff

25X1A

Our first speaker this morning has a wide variety of responsibilities in his component ranging from covert action to computer-based data files. [REDACTED] will discuss the future of paramilitary activity, and highlight developments in computer technology that will affect the Operations Directorate.

1100-1200

Managing an Area
Division

Deputy Chief,
Africa Division

25X1A

Overall direction and support to the Chiefs of Stations and Bases overseas are provided by the geographic divisions at Headquarters. Our speaker will describe what it is like to manage an area division with a multiplicity of stations, varying requirements and personnel needs. He will discuss the balancing act that must be performed between fulfilling the Operational Directives for his geographic area and providing support to other Agency components. [REDACTED] will also discuss how the division evaluates the reporting and activities of the stations under the division's cognizance.

25X1A

Lunch

25X1A

1300-1400

Covert Action: Past,
Present and Future

The status of covert action has been one of the major areas of investigation of the select committees of the House and Senate. [REDACTED] will trace developments leading to the current situation, what the present status is, and the outlook for covert action in the future.

25X1A

1415-1445

Individual Presentation

Dinner

25X1A

1900-2100

Evening Session -

25X1A

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S-E-C-R-E-T

S-E-C-R-E-T

25X1A

FRIDAY, 24 September 1976

0300-0830 Course Administration
0830-0900 Individual Presentation
25X1A 0900-1000 Film: Title To Be Announced
1015-1200 International Terrorism:
A New Dimension in World
Affairs

Operations Staff

25X1A *Terrorism is not restricted to an Israeli marketplace or the Belfast ghetto but can move in without warning on a San Francisco bank or a UN delegation. [REDACTED] will describe the nature of the threat in various parts of the world, the part played by CIA in cooperation with other US agencies and foreign governments in countering terrorism, and current US policy implications for the Agency.*

Lunch

1300

ETD

S-E-C-R-E-T

S-E-C-R-E-T

Approved For Release 2000/06/19 : CIA-RDP80-00536A000400130001-7

MONDAY, 27 September 1976
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

Block IV--Intelligence Production

The final step in the intelligence process is the production of finished intelligence. During this block we consider four types of finished intelligence--scientific, military, political and economic.

0945-1045

The Production of
Scientific Intelligence

Karl H. Weber
Director of
Scientific
Intelligence

The focus of this presentation will be the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Director of Scientific Intelligence will discuss the functional and geographic areas of concern to this Office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.

1100-1200

The Office of Weapons
Intelligence

R. Evans Hineman
Director of Weapons
Intelligence

The Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. Mr. Hineman will discuss the ways in which OWI uses raw data from [REDACTED] and other information to build a coherent picture of the capabilities and performance characteristics of a strategic weapons system.

25X1A

25X1A

Lunch

1315-1430

The Agency's Responsibility
for Strategic Research

Noel E. Firth
Acting Director
of Strategic
Research

Mr. Firth will discuss OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will trace the history of military intelligence work in the Agency and will describe current research priorities and problems.

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S-E-C-R-E-T

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MONDAY, 27 September 1976
(Room 916, Chamber of Commerce Building)

25X1A

1445-1600

A New Emphasis on Economic
Research

Chief, Developing
Nations Division/OER

The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy makers' interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

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TUESDAY, 28 September 1976
(Local Field Trip and Room 916,
Chamber of Commerce Building)

25X1A

0800

Car pools depart
[REDACTED]

0900-1200

Technical Service in
Support of Operations

David S. Brandwein
Director of Technical
Service

The Office of Technical Service provides technical support to operations of the DDO. Today you will have an overview of these activities and an opportunity to see and learn about some of the equipment and support which the Office can supply.

Briefings and Tour
of Laboratory

OTS Staff

1200

Car pools depart
for Chamber of
Commerce Building

Lunch

25X1A

1330-1430

The Agency's Role
in Current Intelligence

[REDACTED]
Deputy Director of
Current Intelligence

25X1A

One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. [REDACTED] will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.

1445-1545

The Office of
Political Research

Lewis J. Lapham
Director, Office
of Political Research

This office was created primarily to conduct political and interdisciplinary research in depth. The Director of OPR will discuss the rationale behind its formation, its current status and activities, and what he believes the future holds in store.

1600

Course Administration

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S-E-C-R-E-T

WEDNESDAY, 29 September 1976
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1045	<u>Processing Intelligence:</u> <u>The Role of the Central</u> <u>Reference Service</u>	<u>Harry C. Eisenbeiss</u> <u>Director, Central</u> <u>Reference Service</u>
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The Central Reference Service provides a set of utilities in support of intelligence production and operations. Our speaker will discuss information flows into the Agency, the change in the flows over time, processing of the information for future retrieval, and efforts to improve the system and service to you.

STATSPEC

Lunch

1315-1415	<u>The Office of</u> <u>Geographic and</u> <u>Cartographic</u> <u>Research</u>	<u>John K. King</u> <u>Director, Office of</u> <u>Geographic and</u> <u>Cartographic Research</u>
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The Agency produces intelligence on virtually all subjects of interest to government policy makers. We now cover another major area of intelligence production--Geography and Cartography. Our speaker will cover the functions of his office and how it interfaces with the other areas of Agency operations. He will include some of the trends and problem areas encountered in producing geographic intelligence.

1430-1545	<u>The Intelligence</u> <u>Directorate</u>	<u>Dr. Sayre Stevens</u> <u>Deputy Director</u> <u>for Intelligence</u>
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The DDI will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence products, as well as additional alterations which may yet be undertaken. He also anticipates an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.

S-E-C-R-E-T

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25X1A THURSDAY, 30 September 1976
[REDACTED] and Room 916,
Chamber of Commerce Building)

25X1A 0815 Bus leaves from
Chamber of Commerce
25X1A Building to [REDACTED]
[REDACTED] (meet at rear of
Chamber of Commerce
Building)

0900-1130 The Imagery Analysis [REDACTED] 25X1A
Service Deputy Director,
Imagery Analysis
Service

25X1A [REDACTED] will discuss the role of IAS in support of intelligence
production and operations components of CIA. You will then have an
opportunity to visit individual components and talk informally with
the PI analysts. 25X1A

Lunch - [REDACTED] Cafeteria

1230 Bus to Chamber of
Commerce Building

1330-1430 The Expanding Role John Waller
of the Inspector Inspector General
General

*The Inspector General is charged with overseeing Agency activities as
directed by the DCI, investigating employee grievances and supervising
audits of expended funds. In addition, the Inspector General has assumed
further responsibilities as directed by EO 11905. Mr. Waller will discuss
the function of his expanding office and describe the types of problems
and situations which have arisen in recent months.*

1445-1545 The Role of the James H. Taylor
Comptroller Comptroller

*Recent changes in the Office of the Director have consolidated several
functions under the Comptroller. Mr. Taylor will explain these changes
and their effect on the management of resources for collection and pro-
duction and how we may be able to "do more with less". He will also
discuss the Agency budgeting process and current planning and management
practices.*

1545-1630 Phase I Evaluations Class

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S-E-C-R-E-T

MIDCAREER COURSE

NO. 53

PHASE II
THE INTELLIGENCE COMMUNITY
(1-5 October 1976)

AND

PHASE III
WORLD AFFAIRS
(5-15 October 1976)

CHAMBER OF COMMERCE BUILDING
HEADQUARTERS AREA

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

S-E-C-R-E-T

Approved For Release 2000/06/19 : CIA-RDP80-00536A000400130001-7

FRIDAY, 1 October 1976

(Room 1E-74, Headquarters Building and
Room 916, Chamber of Commerce Building)

PHASE II--THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and concerns which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Speakers representing most of the other members of the Community will provide us with insights into the problems they face in their own agencies and with respect to each other.

0845-0915 Individual Presentation
 (1E-74, HQ)


0930-1030 The National Security Col. Robert Plowden
 Council Under the Ford National Security
 Administration Council Staff
 (1E-74, HQ)

The NSC mechanism works differently under every President. Our speaker will discuss how the current system functions and how it has evolved in this Administration. Our speaker will enumerate the White House priorities for the immediate future and for the longer range.

1100-1200 The Director of
 Central Intelligence
 (DCI Conference Room)

Lunch

1330-1445 The National Security
 Agency
 (916, C/C)

 25X1A
Cryptologic Manage-
ment Faculty,
National Crypto-
logic School, NSA

The National Security Agency is the principal US organization in the SIGINT field. The speaker will discuss NSA operations, noting particularly the affect of advancing technology on their activities. He will also describe areas of mutual concern and expectations for the future.

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S-E-C-R-E-T

FRIDAY, 1 October 1976
(Room 1E-74, Headquarters Building and
Room 916, Chamber of Commerce Building)

25X1A

1500-1630

The Defense Intelligence
Agency
(916, C/C)

for Plans,
Operations and
Support, DIA

How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations with CIA and the other members of the Community? These are some of the questions which our speaker will address.

MONDAY, 4 October 1976
(Room 916, Chamber of Commerce Building)

0830-0900 Individual Presentation

0915-1030 Treasury's Role in
 the Intelligence
 Community

David Laux
National Security
Advisor, Office of
National Security
Affairs, Department
of the Treasury

The Department of the Treasury joined the United States Intelligence Board just over three years ago because of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role and the kind of information the Intelligence Community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.

1045-1200 The Bureau of
 Intelligence
 and Research


Harold H. Saunders
Director, Bureau of
Intelligence and
Research, Depart-
ment of State

The Department of State is first in the US Government with international concerns. Although small in size, INR has a strong voice in the Community. Our speaker will elaborate on the role of INR, with particular attention to relations with the Agency at home and abroad.

Lunch

25X1A

1330-1430 The National
 Intelligence
 Officers


Deputy to the
DCI for National
Intelligence

The National Intelligence Officer system has been introduced to provide the Director with a small group of officers drawn from the Intelligence Community responsible for specific subjects or areas. Our speaker will discuss the origins of this concept, how it is evolving, and what lies ahead.

MONDAY, 4 October 1976
(Room 916, Chamber of Commerce Building)

1445-1615

The FBI and
Intelligence

Deputy Assistant
Director, Intelli-
gence Division,
FBI

25X1A

As Agency employees, we have several questions concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now, and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

S-E-C-R-E-T

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TUESDAY, 5 October 1976
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1045 The President's Foreign Intelligence Advisory Board Wheaton Byers
Executive Secretary,
PFIAB

This Board, composed of outstanding private citizens, meets periodically in Washington and carries out independent studies of US foreign intelligence activities on behalf of the President. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how the President uses the Board. The speaker will give us his views as to what the future may hold for this advisory organization.

1100-1200 Managing the Intelligence Community To Be Announced

Now that you have had a chance to hear about the various components that make up the Intelligence Community, we turn to the problem of its management. Our speaker will outline the responsibilities of the Intelligence Community Staff, some of the major problems facing the organization and his thoughts on the future.

Lunch

1315-1400 Phase II Evaluations Class

PHASE III--WORLD AFFAIRS

The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has required some redefinition; although the Soviet threat remains paramount, new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among US international objectives. It is the purpose of Phase III to bring you up-to-date on both the continuing and new concerns as affected by world developments, and to suggest the impact of such developments upon the work of the Agency.

25X1A

1400-1600 U.S. Foreign Policy:
The Kissinger Factor

United States foreign policy since 1969 has been profoundly influenced in its formulation and execution by Henry Kissinger. [REDACTED] has observed Kissinger since their days together as graduate students at Harvard, and recently has written a major assessment of our Secretary of State. Today he will discuss Kissinger's impact on U.S. policy, and consider strengths and weaknesses in the Secretary's approach. [REDACTED]

25X1A

[REDACTED] will point up areas of major concern and offer projections
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25X1A

S-E-C-R-E-T

S-E-C-R-E-T

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WEDNESDAY, 6 October 1976
(Room 916, Chamber of Commerce Building)

0830-0900 Individual Presentation

25X1A 0915-1030 SALT: Stabilizing
the Arms Race

Special Assistant
for Strategic Arms
Limitations Talks,
OSR

The Strategic Arms Limitation Talks (SALT) are another major effort of the United States to reduce tensions with the Soviets. Thus far, several milestones have been passed in this effort--the 1972 ABM Treaty and Interim Agreement, and the Vladivostok Agreement in the winter of 1974. Our speaker will describe what these accords provide, what they mean in terms of stabilizing the arms race and what needs yet to be done. He will describe how the Agency supports the SALT talks while they are in progress, and how the Intelligence Community carries out its verification responsibilities covering the initial agreements, and advising policy-makers of possible future arms limitation options.

1045-1200 The Directorate of
Science and Technology

Leslie C. Dirks
Deputy Director
for Science and
Technology

Early in the course we discussed the responsibilities of the separate components of the Directorate for Science and Technology. This morning Mr. Dirks will focus on the whole of the Directorate's mission and organization. He will discuss the contribution science and technology has made to intelligence and the probable impact of future technological developments on the Agency's work. He will reflect upon the organizational consequences of changing priorities and methods.

25X1A

Lunch

1330-1530 Detente Through Soviet
Eyes

Office of Political
Research

25X1A

Soviet spokesmen continue to insist there is no peaceful alternative to detente. At the same time the Soviet Union strives to expand its presence around the world and increase its military power. [redacted] will discuss the Soviet perceptions of detente in the context of Moscow's views of its world role. He will stress those factors and policies that directly affect US-Soviet relations.

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THURSDAY, 7 October 1976
(Room 916, Chamber of Commerce Building)

0845-0945 Individual Presentations

1000-1200 The Outlook for China
in World Affairs

Richard R. Hart

~~Harry E. T. Thayer~~
Director, People's
Republic of China
and Mongolian
Affairs, Department
of State

China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. Mr. Thayer will analyze the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.

Lunch

1315-1430 World Population
Problems

Carl Hemmer
Chief, Population
Policies Develop-
ment Division,
Office of
Population, AID

This presentation will center on the trends in world population. The speaker will explore the magnitude of world population growth and offer his views on the ramifications of the present and future growth rates upon all nations in general but with emphasis upon the less developed countries. He will discuss the difficulties involved in initiating programs designed to slow present population growth rates and the time lag before such programs are effective. The problem of providing limited food to an expanding population will also be treated.

1445-1600 The Multinational
Corporation

Robert Cornell
Deputy Director,
Office of Economic
Research, U.S.
International
Trade Commission

One of the major factors on the international economic scene today is the multinational corporation. Our speaker will describe them and discuss their effect on international trade, balance of payments and US foreign policy interests.

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S-E-C-R-E-T

FRIDAY, 8 October 1976
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1100 Future Trends in Southern Africa

[REDACTED]
Deputy NIO for
South and Southeast
Asia and Africa

Soviet and Cuban involvement in Angola demonstrated Moscow's willingness to commit support to forces antagonistic to US perceived interests. The potential for further such opportunities exists in Southern Africa, as attested by insurgency in Rhodesia and rioting in South Africa. [REDACTED] will discuss developments and the likelihood for serious conflicts in southern Africa. He will consider the possibility for Soviet or Chinese actions, and implications for US interests in the region.

1115-1215 The Role of Counter-intelligence

[REDACTED]
Chief, CI Staff

The job of the Directorate of Operations involves not only collecting information for ourselves, but also denying information to our enemies. Our speaker will discuss the role of his staff and how the recent Presidential directives will affect that role.

Lunch

1330-1415 Film: "The Common Sea"

This recent film graphically presents some of the issues which will be discussed this afternoon.

1430-1600 Law of the Sea

[REDACTED]
Office of
Geographic and
Cartographic
Research

Our speaker has been concentrating for some time upon the political implications to the US of various outcomes of the Law of the Sea Conferences. The latest conference was held in New York from August 2 - September 7. He will summarize some of the diverse points of view held by the participants and will highlight their significance to US national interests.

S-E-C-R-E-T

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MONDAY, 11 October 1976

H O L I D A Y

Columbus Day

TUESDAY, 12 October 1976
(Room 916, Chamber of Commerce Building
and Headquarters Building)

0830-0900	Individual Presentation	
0900-0915	Midcareer Seminar Orientation	Class and Staff
0915-1200	Midcareer Seminar: Team Preparation (Meeting rooms to be announced)	

The Midcareer Course is designed to provide a broad exposure to subjects that middle level officers should include in their background in order to function more efficiently and effectively in the Agency today. Perhaps some of these subjects have provided a new focus on intelligence for you as analysts. The sessions began by re-exploring the Agency and its mission and functions. It then reviewed the workings of the Intelligence Community, including external controls as well as policy formulation and concluded with global issues. This section is designed to enable you to integrate the subject matter that you have been exposed to during these past weeks and enable you to express your views and attitudes concerning certain Key Intelligence Questions.

Lunch

1330-1445	<u>The Deputy Director's</u> <u>View of the Operations</u> <u>Directorate</u> (Room 7D-64, Headquarters)	<u>William Wells</u> Deputy Director for Operations
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Mr. Wells will present an overview of his Directorate and his thoughts on the future of its operational responsibilities.

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S-E-C-R-E-T

TUESDAY, 12 October 1976
(Room 916, Chamber of Commerce Building
and Headquarters Building)

1500-1700

Guest Speaker Program
(CIA Auditorium)

25X1A

Subject To Be Announced



Class members will have an opportunity to hear the first speaker in the 1976-77 Guest Speaker Program. [REDACTED] will speak on the Middle East today.

25X1A

S-E-C-R-E-T

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WEDNESDAY, 13 October 1976
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

25X1A 0945-1100 Seminar Session

1100-1215 Seminar Session

Lunch

1330-1445 Seminar Session

1500-1615 Seminar Session

1500-1615 The FBI and
Intelligence

Deputy Assistant
Director, Intelli-
gence Division,
FBI

As Agency employees, we have several questions concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now, and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

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S-E-C-R-E-T

THURSDAY, 14 October 1976
(Room 916, Chamber of Commerce Building)

25X1A

0830-0930 Individual Presentations

0945-1100 Seminar Session

1100-1215 Seminar Session

Lunch

1330-1430 ~~Individual Presentations~~ Seminar Session - Team IV

1430-1500 Midcareer Seminar Session Class and Staff
 Review and Critique



1730-1930 Reception in Executive Class, Staff,
 Dining Room (7D-42) Spouses and Guests

Midcareerists, spouses and their guests gather for an informal reception in the Executive Dining Room.

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FRIDAY, 15 October 1976
(Room 916, Chamber of Commerce Building)

25X1A	0830-0930	Course Administration	Class and Staff
	0930-1100	<u>The Overseas Station of the Future</u>	 Inspection Staff, Office of the Inspector General
25X1A			 Procurement Management Staff, Office of Logistics

Our speakers this morning have recently completed an assignment with the Office of Training's Center for the Study of Intelligence conceptualizing the Field Station of the future. In the course of their work they interviewed many individuals and visited selected sites overseas. They will share with us the results of their study and discuss the possible structure, missions and responsibilities of the future Field Station.

1115-1200	Phase III and Overall Evaluations	Class
	Lunch	
1345	Informal Remarks (Room 7D-64)	

E. Henry Knoche

Deputy Director of Central Intelligence

Award of Certificates

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1 November 1976

25X1A

MEMORANDUM FOR THE RECORD

FROM : [REDACTED]
Midcareer Course Chairman

SUBJECT: DDCI's Comments to Midcareer Course No. 53,
15 October 1976

(At the course reception on the 14th, the cochairmen briefed Mr. Knoche on class interests and the fact that they had seen the videotape of his September 14th address.)

Mr. Knoche opened by commenting that he would limit his formal remarks and leave the bulk of the time for questions, since the class had seen the videotape. He then made the following comments:

1. His charge from the DCI has been to create a single Agency, with due consideration for areas where compartmentation is necessary.
2. CIA is the DCI's power base.
3. DCI-DDCI relations have not been precisely defined, but the DCI has delegated considerable authority to him.
4. He feels "up beat" about the future. One positive result of the investigations is that both Congress and the Executive have learned a great deal about us, and can help us to serve them better.
5. The Senate Select Committee can be considered supportive, although some of its members remain suspicious. He would hope for the same on the House side.
6. Covert action must be retained, and we must be more involved in helping policymakers determine when to use it. "There must be something between a diplomatic note and sending in the Marines." We must hone our capabilities to a finer edge. Covert action now accounts for under [REDACTED] of the budget, versus levels as high as [REDACTED]

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7. He is not certain that the DCI can direct both the Community and the Agency.

8. The fact that the Agency now has guidelines is good, although these do need revision. We are particularly vulnerable in CI and domestic security within the United States.

9. The Executive Advisory Group is finding its way slowly, but working well. Decisions should not be based only on dollars and slots, and for this reason the Comptroller's role has been expanded.

10. We need clear statements of goals, which then can be translated into action plans and given to working groups for implementation. To date we have only identified the issues.

11. A new and different organization is likely to emerge from the process described above (#10). This is not yet definable, and there is no timetable for changes.

12. He hopes to do more in communicating with all employees at Headquarters and in the field. The film of the September 14th auditorium presentation is being sent to the field.

Questions and Answers

Q. Elaborate on auditorium remarks on need for better management of people.

The DDCI recognized the need for better management of people in the course of the 1978 Program Review. He noted that we have experienced a 21 percent drop in personnel since 1969. We do not have a handle on management of people, or how best to use personnel resources. There has been a reallocation of slots, with the size of DDO reduced and some slots transferred to analytical duties, but we do not know how wisely we are doing this. For example, until we can establish effective criteria for staffing the DDO, that directorate will be fair game for arbitrary cuts. The issue of the management of personnel resources is being studied by the Comptroller and the Office of Personnel.

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Q. Impact on Agency of Carter as President.

The DDCI had no insights, as he was not involved in the Carter briefings. We do need to worry about a "sister service," the FBI.

Q. Attitude towards MBO. Should it be imposed or should each component "do its own thing"?

We cannot afford the latter. The DDCI is looking to the Comptroller for a simpler system applicable throughout the Agency. He does not object to MBO, but feels it generates a huge paper mill. We now need to identify eight-ten major goals toward which we should head, and break these down along task-oriented or directorate groups, with the Comptroller as overseer.

Q. Would CIA-Congressional relations be improved by inviting Congressional critics to speak with Agency audiences, e.g., Drinan, Harrington?

Mr. Knoche noted the OTR list of guest speakers. He said he did not mind adversaries here. The idea is a good one. Senate staffers have been at the [REDACTED] talking with groups of Chiefs of Station. He repeated that an auditorium presentation might be a good idea.

Q. Discuss the SIGINT problem and Snodgrass. Why can't the DCI or DDCI discuss the issue with Congressmen?

One problem with the House Appropriations Committee is that it was tarred during the investigations for the way it handled oversight responsibilities. Snodgrass was brought in from OMB as an aggressive investigator in part to aid in improving the Committee's image. Snodgrass is a sharp man, making reasoned judgments that save money. His tactics are questionable. George Mahon has been outmaneuvered by the "new breed" of Congressmen and seems tired. The real question is the make-up of the Committee in January, after the elections. The SIGINT issue would have arisen without Snodgrass. The 1978 Program Review reveals that 10 percent of our budget and 5 percent of our people go to SIGINT, and this alone requires that we ask some basic questions. Costs are skyrocketing. We need to ask what is essential to CIA, and what do we do that is useful to the Community.

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Q. Comment on EEO.

We are going backwards, and this is terrible. We are shrinking in size and, therefore, branch chiefs are looking for the best qualified to fill vacancies. We need to take some chances if EEO is to work. Therefore, hiring has been centralized and decisionmaking taken away from branch chiefs. The price may be slightly less quality, and resistance to employees being imposed "on the line." We must be wise where we assign, handle, and train people.

Q. Will you continue effort to unify personnel policies along the 1974 guidelines?

This charge has been given the DDA. More important is that we identify the top 50 or so positions and fill these centrally--including making arrangements for training, etc. The DDCI believes we can ensure more rotation within CIA. We have a need to enrich ourselves. We are good at identifying the top people. We must also identify the bottom ones, and help them find jobs elsewhere.

Q. Describe a typical EAG meeting. How harmonious are they?

To date, the agendas have been limited to one subject, and the intent educational. The DDCI chairs the meetings, and the goal is to limit them to one-and-a-half hours. There have been no controversies yet. We are in the early stages of the SIGINT problem.

Q. What are your views of the "clandestine corps"?

The DDCI has not made a final decision on the corps, but expects to approve it. There is a need to change the way we operate, thanks to disclosures, terrorism, cover problems, etc. The problem with the corps is how to guarantee control, and not inherit the costs of a separate administration. Need to start small.

Q. What is his opinion of the study on "The Field Station of the Future"?

He had not seen it and was interested. (We gave his executive assistant a full reference after the session.)

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Q. Will increasing bureaucratization lead to a loss of flexibility? Impact of oversight, legal restrictions, etc.

Our biggest problem is to be able to guarantee control command, yet respect the imaginative, bold character of our business and that we must be involved in some "dirty work." Oversight could deaden the entire process. We need to retain creativity, while subject to an inspection process. He has suggested to the DDA the possibility of using OTR as focal point for bringing together insiders and outsiders to consider innovative ways of dealing with intelligence problems.

Q. Two-track system?

We have made some room for this. The principle exists within the system. One charge given to the DDA is a broader one of looking at the mix of people we use. This includes the mix of professionals and clericals, and that within the professional group.

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18 October 1976

MEMORANDUM FOR THE RECORD

25X1A

FROM : [REDACTED]
Midcareer Course Cochairman

SUBJECT: DCI's Remarks to Midcareer Course No. 53,
1 October 1976

1. In his opening remarks, Mr. Bush focused on the Agency's congressional relations. He believes that what he terms "harsh and unfair criticism" in Congress and in the press is subsiding, although not finished. He cited the positive support from some Representatives during recent testimony before a House subcommittee. This testimony was the most recent of the 39 visits the DCI has made to the Hill since taking office. He considers the present oversight arrangement a serious problem, as he is responsible to all of the previous congressional committees plus the new Senate Select Committee. Mr. Bush would prefer a single joint committee following the precedent of the Joint Atomic Energy Committee.

2. Based on impressions drawn from addressing and discussing with groups throughout the United States, the DCI perceives a generally positive image of the Agency and its role. He reiterated his observation that the CIA is the most professional organization with which he has been associated during his careers in politics, government, and business.

3. In response to questions, Mr. Bush made the following comments:

a. Our counterintelligence effort domestically continues to encounter problems with the Attorney General and Congress. The Attorney General is not sufficiently versed on internal Agency needs in this area.

b. The election of either Carter or Ford should not bring any significant changes in either the Intelligence Community or the Agency. Mr. Bush does believe it vitally important that the DCI have direct access to the President.

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c. "Bureaucratic inertia" has not set in within the Agency. There is discernible caution following the year of investigations, but this has not significantly reduced CIA's effectiveness.

d. There is no chance of an Official Secrets Act being passed in the United States. The power of the press is simply too strong.

e. The Agency should retain a paramilitary supply capability, but not a paramilitary force capability.

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